

U.S. DEPARTMENT OF COMMERCE



MINORITY BUSINESS DEVELOPMENT AGENCY

# **Fiscal Year 2002 - 2005 BUSINESS PLAN**

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March 5, 2002**

**U.S. DEPARTMENT OF COMMERCE  
MINORITY BUSINESS DEVELOPMENT AGENCY  
FY 2002 BUSINESS PLAN**

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## **VISION STATEMENT**

**The Minority Business Development Agency is dedicated to becoming an entrepreneurially focused and innovative organization, committed to empowering minority business enterprises for the purpose of wealth creation in minority communities.**

## **MISSION STATEMENT**

**The Minority Business Development Agency's mission is to achieve economic parity for minority businesses by actively promoting their ability to grow and compete in a global economy. MBDA will address the challenges presented by this opportunity gap by achieving the following strategic goals:**

- **To Improve the Opportunities for Minority-Owned Businesses to gain Access to Capital**
- **To Improve Opportunities for Minority-Owned Businesses to gain Access to the Marketplace**
- **To Improve Advocacy and Outreach to restore MBDA to its Leadership Role**
- **To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

**The Minority Business Development Agency will accomplish its objectives by championing the efficient, effective and responsive contributions of its employees, its greatest asset.**

## **FY 2002 STRATEGIC GOALS**

- **Improve the opportunities for minority-owned businesses to gain access to the marketplace.**
- **Improve opportunities for minority-owned businesses to pursue financing.**
- **Improve Advocacy and Outreach to restore MBDA to its leadership role.**
- **To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

## **MBDA: AN HISTORICAL OVERVIEW**

On March 5, **1969**, President Richard Nixon signed Executive Order 11458 establishing the President's Advisory Council on Minority Business Enterprise. This Order was strengthened on October 13, 1971 when President Nixon signed Executive Order 11625, which also established the Office of Minority Business Enterprise (OMBE). On July 14, **1983**, President Ronald Reagan signed Executive Order 12432. This even stronger Executive Order gave the Secretary of Commerce broad powers to oversee the establishment, preservation and strengthening of minority business enterprises.

In FY **1972**, OMBE received its first appropriation of \$43.5 million, which was increased to \$63.9 million in 1973. The budget appropriations fluctuated between \$59-40 million for the next 20 years, with an average of \$55 million. During the 1970's, full time equivalents (FTEs) varied from 150 to over 200 employees.

OMBE was the grass-roots source of funding for national minority organizations and trade associations. These included the National Minority Purchasing Council, now known as the National Minority Supplier Development Council, the Hispanic Chamber of Commerce, National Economic Development Association (NEDA), Chicago Economic Development Corporation, the National Council of La Raza and many still flourishing organizations.

By the end of Fiscal Year 1973, OMBE had established a national business service network of 300 funded organizations assisting minority clientele at no charge.

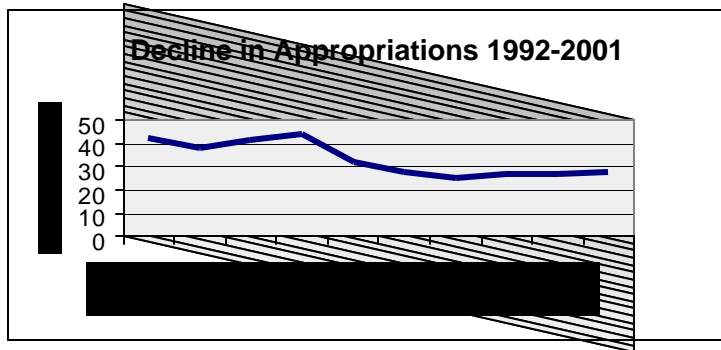
In **1979**, through a major reorganization, OMBE became the Minority Business Development Agency (MBDA).

In **1981**, the Minority Business Development Center (MBDC) Program was established and became the centerpiece for MBDA. MBDC's would be funded through competitive grants and cooperative agreements serving ninety-four Metropolitan Statistical Areas (MSAs).

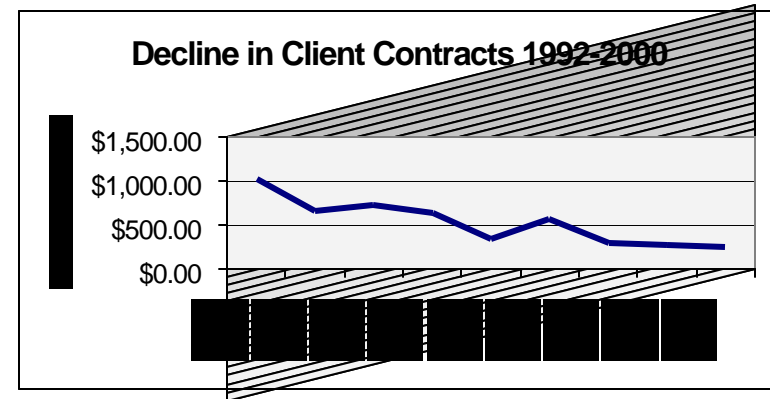
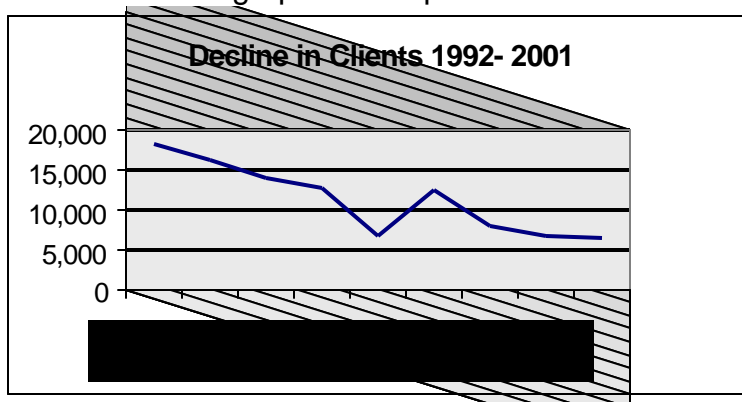
In **1983**, Ronald Reagan signed a Presidential Proclamation designating the first week of October as Minority Enterprise Development Week (MED-Week) which continues today.

As previously stated. There has been a dramatic decline, of \$14 million, in the MBDA's funding base over the past eight years.

## MBDA's Decline in Appropriations



This has had an adverse impact on our client base and performance measures such as dollar value of client contracts. See charts below for graphic examples of these declines.



In FY 2002, MBDA will move the agency into a new and vigorous direction of entrepreneurial management. If, in fact, the nation's emerging businesses are to compete nationally and internationally in the rapidly changing global economy, MBDA, as the national lead agency for minority and emerging businesses, must be transformed from a historically administrative agency to a new and vigorous entrepreneurial organization. One area of focus will be employee skills, the retraining and hiring of expertise to be more effective, efficient and responsive to the execution of goals, objectives and initiatives of the Department and challenges of the minority business community.

## Reorganize to Meet the Vision

To meet the vision, MBDA will begin recognizing the regional and district offices as regional and district centers. These multipurpose innovation and entrepreneurial business centers will be the focal point for creating effective synergy between public and private sector business development programs and ensuring the delivery of high quality state-of-the-art business development services. The transformation signals the beginning of the rebuilding process and also supports the Administration's human capital improvement initiative. The mission supports the Administration's theme on opportunity.

The **vision** going forward for MBDA is to transform the agency from a bureaucratic administrative agency to an *entrepreneurial organization* committed to business enterprise and wealth creation. An organization whose mission and response to its client base are matched and driven by the organizational culture of entrepreneurship and innovation. MBDA core competencies and employee skills are designed to be *effective, efficient* and *responsive* to the execution of Departmental goals, objectives and initiatives.

The National Director has set forth an organizational structure that will accomplish the Following:

- ◆ Repositions employees into functional area where their skills and competencies can be applied to the best and highest use.
- ◆ Creates 5 business units, the **National Enterprise Centers, the Office of Business Development, the Office of Legislative, Education, and Intergovernmental Affairs, the Office of Management, and the Office Information, Technology, Research and Innovation.**
- ◆ Flattens MBDA's management hierarchy by **reducing** the number of supervisors and **increasing** the ratio of employees to supervisors.
- ◆ The reorganization **does not** significantly increase the number of new positions at the MBDA. In fact, as illustrated in the chart below, with a total of 94 current staff members, and only 12 new positions associated with the reorganization, the percentage increase is 12.7%. Even with the increase in positions related to the reorganization, the total number of FTEs is within the FTE ceiling for MBDA.

The National Director is recommending an organizational structure that will sustain itself during administrative transitions. Three of the five business units will have the benefit of political and career leadership. The appropriate mix of political leadership to develop and execute new initiatives and career leadership for continuity will ensure stability and consistency within these three core business units.



## The IT Environment at MBDA

On September 25, following Secretary Evans' Keynote Address at the "State of Commerce Luncheon" during the 19<sup>th</sup> Annual National MED Week 2001 Conference, MBDA launched its new vertically integrated Minority Business Internet Portal. The Portal is a state-of-the-art E-commerce solution designed for the minority business community. The Portal provides access to customized tools and business information to help MBEs grow and thrive in an ever-changing digital economy. Specific application programs of the Portal include the **Phoenix Database**, a database of minority-owned firms. Using the Phoenix database, and the **Opportunity Database**, a contract matching system, a minority business can be matched with business opportunities in the public and private sectors. Other features of the Portal include, **Resource Locator**, which is a business assistance identifier system. It identifies market opportunities for minority firms and **Match Me to Capital**, which is a financier matching system that identifies financing opportunities for minority-owned firms. Users of the Portal can also view on-line business information by using the **Minority Business Tool Bar**. National and regional news under the **Minority Business News** section is also included along with the **Minority Business Success Stories**. As a research tool, the Portal includes current and historical trends in the **Minority Business Research Library** and networking opportunities appear in the **Calendar** section of the Portal. The address for the Portal is [www.mbda.gov](http://www.mbda.gov).



## **Analysis of Survey of Minority Owned Business Enterprises**

MBDA conducted its own analysis of the *1997 Survey of Minority Owned Business Enterprises* (SMOBE) that was released in July by the Census Bureau. MBDA issued its analysis on September 5, 2001. The analysis included policy and research implications about minority-owned businesses. MBDA's research clearly shows that disparity is pronounced for minority businesses as a whole. The analysis indicates that 1) entrepreneurial activity in minority populations continues to be far below the non-minority population, despite the dramatic increase in minority population; and that 2) we need to bridge the "capital gap" that currently exists. For example, in 1997 minorities accounted for twenty-eight percent of the U.S. population, but only three percent of the nation's gross business receipts. Given the demographic mix of the U.S. population and the trends in growth, it becomes even more imperative that minority entrepreneurship plays an increasing role in economic growth and competitiveness.

## **Industry Research and Analysis In Support of Minority Business**

MBDA released a series of industry research papers that are currently available on the Internet Portal. Research for each of the industries identified is important to minority businesses as it relates to trends under each industry and issues facing minority entrepreneurs.

The research papers include:

### **The Telecommunication Industry – Growth Opportunities for Minority Business**

This report discusses telecom industry trends and competitive dynamics that drive changes within the industry and the implications for Minority Businesses. It also identifies high value and growth opportunities for Minority Businesses and the required capabilities for success. Released September 24, 2001.

### **Energy & Utilities Industry – Growth Opportunities for Minority Business**

This report discusses energy and utility industry trends and competitive dynamics that drive changes within the industry and the implications for Minority Businesses. It also identifies high value and growth opportunities for Minority Businesses and the required capabilities for success. Released September 24, 2001.

### **The Automotive Industry – Growth Opportunities for Minority Business**

This report discusses automotive industry trends and competitive dynamics that drive changes within the industry and the implications for Minority Businesses. It also identifies high value and growth opportunities for Minority Businesses and the required capabilities for success. Released September 24, 2001.

## **MED Week**

MBDA continues to actively promote the growth and competitiveness of large, medium and small minority business enterprises. As a public celebration to recognize the success and contributions by MBEs and their advocates to the U.S. economy, MBDA hosts a National and several regional MED Week celebrations throughout the country. The national 19<sup>th</sup> Annual Minority Enterprise Development (MED) Week) Conference was held in Washington, D.C., on September 23-26, 2001.

The Conference, co-sponsored by MBDA and the U.S. Small Business Administration's Office of Government Contracting and Business Development, was attended by more than 750 minority entrepreneurs, government leaders and officials and representatives from major corporations. Discussions during the Conference focused on the importance of MBDA's mission to continue moving forward in actively coordinating and leveraging public and private resources that will facilitate strategic alliances in support of MBEs.

## **Intergovernmental Outreach**

In pursuit of opportunities to leverage its resources on behalf of minority business enterprises, the MBDA has accomplished the following outreach objectives:

- National Director Langston met with OSDBU Council President Ralph Thomas to forge a new partnership with MBDA and the Council of OSDBU. Langston and Thomas agreed to work together on the new 2002 goals for OSDBU's throughout the federal government. This entity is key to minority-owned businesses as they seek opportunities within the federal government procurement process.
- National Director Langston met with Housing and Urban Development Deputy Secretary Alphonso Jackson to discuss possibilities to partner on a project that would assist low-wage housing residents in the development of business and the creation of small companies. Under HUD's Section 3 Program, residents will be trained by MBDA Minority Business Development Centers. This effort would result in training for individuals who find themselves without resources and guidance to help them take advantage of business opportunities.
- Discussions with the Department of Energy have been initiated by MBDA to develop an approach that will increase MBEs' participation in the energy business, particularly in California and in the Southwestern States of the country.

- U.S. Department of Agriculture has been in contact with MBDA regarding potential partnerships and a joint venture to fund in the Mississippi Delta Region. USDA/MBDA would provide funding for a Minority Business Opportunity Committee within a Historically Black College and University.
- MBDA participated in the Small Business and Women-Owned Business Conference held on July 30 at the National Institute of Health, in Rockville, MD. The Conference, where Director Langston spoke as a panelist, was sponsored by three of the Offices of Small and Disadvantaged Business Utilization components of NIH.

## THE STATE OF MINORITY BUSINESS

For the U.S. Department of Commerce Minority Business Development Agency, FY 2002 will be a time of *transition*. Transition from an agency focused on the administration of business development programs to an agency *entrepreneurially-focused* and committed to the empowering of minority business enterprises for the purpose of wealth creation. The business and government environment is ripe for this transition.

The U.S. Census Bureau is projecting that 90 percent of the net U.S. population growth over the next fifty years will be in minority groups.<sup>1</sup> A chief factor in recent U.S. population increase is high levels of migration from abroad, according to the Congressional Research Service. International migration is furthering the Nation's ethnic and racial diversity while enlarging its foreign-born population.

Minority-owned businesses experienced substantial growth between 1992 and 1997, but are short of parity as compared to all U.S. firms' average gross receipts. As the demographic mix of our population changes it becomes even more imperative that minority entrepreneurship must play an increasing role in economic growth and competitiveness.

Because significant disparities between minority and non-minority owned firms exist, we must invest more aggressively in the continued growth of minority businesses. Peter F. Drucker, a writer, teacher, and consultant who specializes in strategy and policy for businesses and social sector organizations, writes in his book "Innovation and Entrepreneurship" that "Growth has to be fed."<sup>2</sup> In financial terms this means that growth in a new venture demands adding financial resources rather than taking them out. Growth needs more cash and more capital. The healthier a new venture and the faster it grows, the more financial feeding it requires.

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<sup>1</sup> [1997 Survey of Minority Owned Business Enterprises<sup>1</sup>](#) (SMOBE) Report and MBDA's [The State of Minority Business](#)

<sup>2</sup> [Innovation and Entrepreneurship, Peter F. Drucker](#)

The Minority Business Development Agency is the only Federal agency specifically established to foster minority business growth in the U.S. Its mission is to actively promote the growth and competitiveness of minority-owned businesses, by becoming an entrepreneurially focused and organization committed to empowering minority business Enterprises and wealth creation. MBDA's assistance will empower them to become full competitive participants in the commerce of the United States of America.

America's entrepreneurs play a vital role in the stability and prosperity of our national economy. Entrepreneurs innovate. Innovation is the specific instrument of entrepreneurship. Innovative policies, programs and strategies should be developed to significantly accelerate the level of entrepreneurial activity with minority businesses. It is the act that endows resources with a new capacity to create wealth. Innovation, indeed, creates a resource. There is no greater resource in an economy than "purchasing power". But purchasing power is the creation of the innovating entrepreneur. Further, the overwhelming majority of successful innovations exploit change.

The National tragedy of September 11, 2001 has already had adverse effects on the U.S. economy. Boeing has announced 38,000 layoffs and the airline carriers another 30,000. There is anecdotal evidence of additional layoffs in the travel and tourism industry and industries that traditionally rely on airfreight for parts supply and distribution. The manufacturing sector is currently operating at only 76.3% of capacity according to Treasury Secretary O'Neill.

The nation's unemployment rate soared to 5.4 percent in October 2001, the biggest one-month jump in more than 21 years. The 415,000 jobs eliminated during the month represented the biggest cut in payrolls since May 1980. Manufacturing, airlines, travel agencies, hotels, retailers were among those posting big losses. The 0.5 percentage-point advance in October's unemployment rate also was the biggest one-month gain since May 1980.

Many of the jobs lost were minority employees in the airline and tourism business. "Companies are now in a survival mode and they are cutting jobs to control costs," said economist Ken Mayland of ClearView Economics. "The tragic events of Sept. 11 and their aftermath probably tipped the economy into recession. Orders to American factories tumbled by 5.8 percent in September to \$313.1 billion, the lowest level since March 1997," the Commerce Department said.<sup>3</sup>

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<sup>3</sup> [\*U.S. Department of Commerce Press Release, November, 2001\*](#)

Transportation equipment, including cars, took the biggest hit with orders plunging by 15.8 percent in September. Orders for computers, industrial machinery and household appliances also fell.

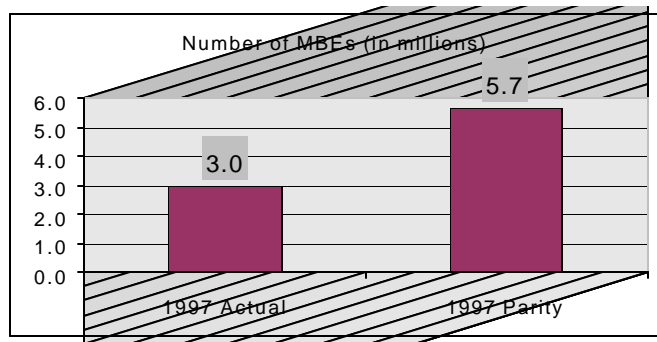
Manufacturing has been hardest hit by the economic slump and has been enduring a recession of its own for months. The sector continued to post heavy job losses. In the airline industry, employment fell by 42,000 and in the travel Sector 11,000 jobs were cut in October.

President Bush, meanwhile, wants Congress to quickly pass a package aimed at stimulating the economy through new tax cuts and increased government spending.

Economists are hopeful the Federal government credit easing and the expected adoption of a stimulus package would prevent any downturn from being drawn out and would set the stage for a rebound next year.

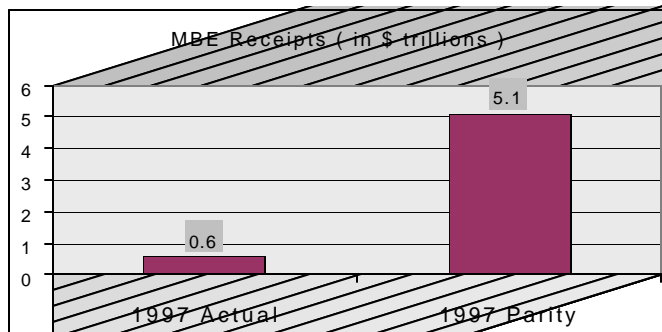
Strategically this is the time to make investments in minority entrepreneurship because of the potential for that sector to take risks, increase productivity and make necessary investments to create new jobs and opportunities.

The state of minority business in 1997 would look radically different if parity had been achieved. Parity is defined as reaching proportionality between minority population percentage and percentage share of business development measures such as numbers of firms, gross receipts and employment.<sup>4</sup>

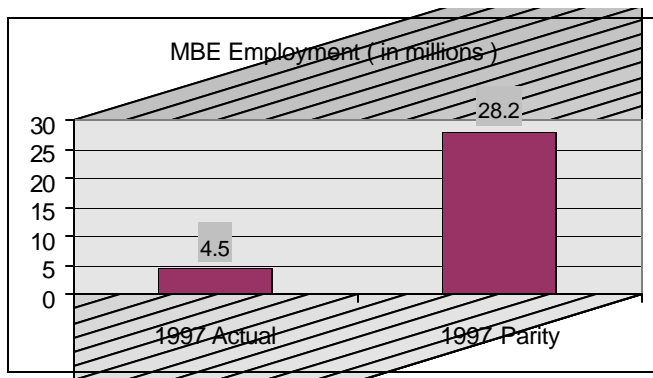


In this scenario, the number of minority-owned businesses would have been almost twice the actual number, or 5.7 million firms, rather than 3 million firms.

<sup>4</sup> MBDA's [\*The State of Minority Business, September, 2001\*](#)



Employment in minority-owned firms would jump from 4.5 million to 28.2 million in the parity scenario.



Employment in minority-owned firms would jump from 4.5 million to 28.2 million in the parity scenario.

President George W. Bush has articulated economic policies consistent with the efforts of MBDA to support minority owned businesses. Therefore, MBDA must take this opportunity to become a significant partner in efforts to boost minority owned businesses by developing and implementing a Business Plan that results in effective, efficient and responsive services for minority business enterprises. This Business Plan will encompass the components of the President's Management Agenda (see Appendix) by ensuring the achievement of a balanced scorecard.



## **GOALS, OBJECTIVES, AND STRATEGIES**

The goals, objectives and strategies outlined in this section are designed to provide specific guidance for MBDA employees to assist in the accomplishment of the agency's vision and mission. The tactical steps related to each strategy will become a part of the appropriate staff person's (s') FY 2002 Performance Plan. This Performance Plan will dictate not only how well an individual is performing, but also how well the agency is performing.

The National Director has set forth an organizational structure that will reposition employees into functional area where their skills and competencies can be applied to the best and highest use. Each MBDA office will contain functional areas that will work in teams to accomplish the agency's mission.

To ensure the effective implementation of the National Director's organizational strategy, effective team work and leadership skills will be an integral part of each employee's Performance Plan.

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## **FY 2002 PERFORMANCE MEASUREMENTS**

***"Government likes to begin things...to declare grand new programs and causes and national objectives. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest regional office of government to the highest office of the land"***

***Governor George W. Bush***

As Governor of Texas, George W. Bush established the results-oriented management approach that he has enacted as President of the United States. The President's vision for government reform is clear:

- Citizen-centered, not bureaucracy-centered;
- Results-oriented;
- Market-based, actively promoting rather than stifling innovation through competition.

The Minority Business Development Agency has adopted this result orientation in its FY 2002 Business Plan. Each of the Goals, Objectives, Strategies and Tactical Steps were designed to incorporate the President's vision, be measurable and add value to the minority business community.

In developing the Performance Measurements for MBDA's FY 2002 Business Plan, the need for the evaluation to indicate what we are trying to accomplish was tantamount. As U.S. Department of Commerce Deputy Secretary Samuel Bodman has stated, [\*\*"Performance goals and performance measurements not only motivate and communicate, they also help your bureau learn how to do its job more effectively."\*\*](#) Five government-wide initiatives embody the President's Management Agenda.

As the MBDA implements the strategies necessary to accomplish its FY 2002 goals and objectives, these initiatives will be incorporated:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Management
- Expanded Electronic Government
- Budget and Performance Integration

The MBDA Performance Measurement System will evaluate the extent to which the above Presidential Management Initiatives as well as agency specific goals are met. The President's Management Agenda requires each agency to evaluate itself utilizing the Executive Branch Management Scorecard attached as Appendix C. The agency specific goals will be measured as follows.

Goals Measurements	Performance
Improve the opportunities for Minority-owned Businesses to gain access to the marketplace Contracts	Dollar value of MBE
Improve the opportunities for Minority-owned Businesses to pursue financing Financial	Dollar value of MBE
Improve Advocacy and Outreach to restore MBDA to its leadership role Partnerships	Awards
Articles	Number of Strategic Publications, and News
To Improve Organizational Effectiveness, Scorecard	Rating on Executive



**Goal #1: Improve the opportunities for minority-owned businesses to gain access to the “Entrepreneurial” marketplace.**

<b>Objective</b>	<b>Strategies</b>	<b>Tactics</b>	<b>Start</b>	<b>End</b>	<b>Cost</b>	<b>Resources</b>
1. Enhance the Phoenix-Opportunity electronic matching system	1.1 Assign a full time program manager and staff to the Phoenix-Opportunity system.	1.1.1 Conduct a program review and evaluation of current Phoenix-Opportunity system. Determine how this system can be enhanced to efficiently and effectively match MBEs to contract opportunities.	3/1	3/30/02		
	1.2 Existing staff and Advocacy	1.1.2 Develop and implement a marketing strategy to increase the number of Phoenix registrations.	FY 03			
	1.3 Existing Staff	1.1.3 Develop and implement a marketing strategy to increase the number of Phoenix registrations.	3/1	3/31/02		
		1.1.4 Develop and implement a marketing strategy and IT strategy to automate batch input from procurement organizations. Include Regional partners.	3/1	3/31/02		
		1.1.5 Link the MBDA portal to all Federal, state and local government and private procurement Web sites.	On going			
		1.1.6 Determine and begin to link-	3/1			

Objective	Strategies	Tactics	Start	End	Cost	Resources
<b>2.</b> Establish at least five relationships agreements between MBDA, strategic partners and procurement organizations  Identify at least five potential strategic partners.	2.1 Develop and implement procurement networking (social capital) plan for staff and strategic partners.	2.1.1 Develop a Memorandum of Understanding with procurement agencies to include defined outcomes and performance measures.	3/1/02	6/30/02	\$15k	Existing
		2.1.2 Develop a schedule for the National Director to take a lead role in signing interagency and intergovernmental agreements.	1/1/02	4/30/02	-	Existing
		2.1.3 Conduct Regional Symposia leading to a National Symposium to discuss problems and solutions to issues such as contract bundling, E-commerce purchasing.	5/1/02	10/1/02	-	Existing
			5/1/02	10/1/02	\$10k per Region \$25 k for National \$15 k	Existing  Contractor
<b>3.</b> Re-institute an agency research program and capability	3.1 Assign a full time research program manager and develop a plan for immediate and longterm staff and resource needs.	3.1.1 Conduct a research study to form the conceptual framework for measuring societal benefits of attaining entrepreneurial parity. Sponsor a policy summit in response to parity study.	1/1/02	1/31/02	--	Recruit
			2/1/02	9/30/02	\$100k	Contract
		3.1.2 Conduct additional detailed analysis of the SMOBE data by selected geographies and industries.	12/1/01	9/30/02	\$150k	Contract
		3.1.3 Complete the development of the congressional module to the Regional Enterprise development Information System and other web-enable GIS applications for the portal.	9/1/01	3/31/02	\$100k	User Interface Contract
		3.1.4 Develop national and regional Indices of Minority Business Development for use in policy advocacy and program development	9/1/01	5/30/02	--	Existing

Objective	Strategies	Tactics	Start	End	Cost	Resources
4. Identify and secure at least three new sources of mass-market opportunities.	4.1 Coordinate access to Federal, State and local governments and private sector procurements.	4.1.1 Re-establish the annual federal agency procurement reporting system.	Started	3/31/02	\$100k	IT development and maintenance.  Office of Market Access/BDS 1- GS-9/12 (incremental)
		4.1.2 Increase MBDA staff participation in working closely with the OSDBUGs.	12/01/01	2/01/02	\$50k	
		4.1.3 Develop private sector strategies and access.				
		4.1.4 Develop State and local governmental strategies.				
		4.1.5 HUB Zone Strategy				
5. Develop marketing plan that identifies target client base	5.1 Develop understanding of the competitive advantage of Regions.	5.1.1 Develop and publish existing and future materials in languages that are demographically specific to each Region.	12/01/01	5/31/02	\$25k	Contractor(s)
	5.2 Pursue strategic partnerships with the National Commission on Entrepreneurship (NCOE).	5.1.2 Develop strategic partnership with Economic Analysis Administration (EAS) in the area of demographic and economic statistics.				
6. Enhance and develop at least 3 new market access tools and programs.	6.1 Conduct feasibility study on the centralization and/or simplification of minority certification.	6.1.1 Develop a statement of work to include integration of minority certification into the client intake process.	12/01/01	1/31/02	--	Existing
		6.1.2 Award a contract to conduct the feasibility study.	2/01/01	6/30/02	\$250k	Contractor
		6.1.3 Hold a national roundtable or symposium on the certification simplification process.	9/10/02	9/11/02	\$35k (with registration fee)	Existing

Objective	Strategies	Tactics	Start	End	Cost	Resources
	6.2 Create an Industry Advisory Board comprised of CEO's.  Target \$Billion companies as MBDA strategy. Business Roundtable Minority Business Round Table (MBRT) National Minority Supplier Development Council (NMSDC)	6.2.1 Develop a scope of work for the Minority Business Roundtable to include regional relationships.  6.2.2 Develop a closer relationship with the Minority Business roundtable to include industry or market specific programs.	12/01/01  11/01/01	On-going  3/01/02	--  \$400k	Existing  Contractor Existing Staff
	6.3 Establish portal content strategy to strengthen contacts and networking.	6.3.1 Enhance portal content and its functionality to facilitate networking.  6.3.2 Enhance the portal to educate legislative partners about procurement opportunities.  6.3.3 Establish working relationships with leading industry specific and general business publications.	On-going  On-going  On-going	--  --  --	--  --  Local Travel	Existing  Existing  Existing
	6.4 Enhance and increase the number of MBDA funded organizations. Pursue MBRT LAMA National Black Chamber of Commerce Native American Business Chambers CPA's, Engineers, Bankers, (professional organizations)	6.4.1 Develop a plan to strategically fund a diverse set of business and trade associations.  6.4.2 Establish discretionary fund for pilot demonstration projects.	1/01/02  12/01/01  1/01/02	3/31/02  5/01/02  On-going	--  --  \$250k Per Project (Funding in 2003)	Existing  Existing  Existing



Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
1. Develop at least four new tools that establish an infrastructure for internal/external use and MBE referral services.	1.1 Identify traditional funding sources and strategic partners jointly with Regions and Centers.  Include: <u>Debt Sources:</u> <ul style="list-style-type: none"> <li>Banks (national, regional and foreign)</li> <li>Non-banking funding sources</li> <li>Community Development Corporations (CDC)</li> <li>Micro loan programs (EDA)</li> <li>Community Development Fund Initiative programs (CDFI)</li> </ul>          <ul style="list-style-type: none"> <li>Angel Investors</li> <li>Early Stage Ventures_Capitol</li> <li>Later Stage Venture</li> </ul>	1.1 Debt Sources: a) Review directory of public sector debt Sources (both national and regional) Compiled for Portal, Determine if information is current and applicable (this information currently includes all EDA funds, all CDFI's and all SBA micro lenders). b) Collect information on – <ul style="list-style-type: none"> <li>The BDCs' strategic partners for financing, funding sources and loan programs and pool together as one list. Review BDSs' specific MOUs to enable regions to share common objectives and to assist with networking.</li> <li>The Region's strategic partners, if applicable and regional MBE financing sources.</li> </ul> c) Identify innovative loan or bond guaranty programs: Cal capital Access program, State lending or bonding guaranty programs (limit to 10 states with the highest consortiums (i.e. CEDLI). d) Develop profile of successful strategic partnerships and explore the development of a "select lenders list," e) Contact these institutions to request additional participation with MBDA.			\$20,000	<u>Debt Sources:</u> (a) OFA (lead) and input from Regions & Centers.          (b) Regions/OFA          (c) Martinez/Jefferson          (d) Hill/Acosta          (e) Regions & Centers
					\$20,000	

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
	<ul style="list-style-type: none"> <li>Capitol</li> <li>Traditional Venture Capitol</li> <li>Non-Traditional Venture Capitol</li> <li>Insurance Companies</li> <li>Mezzanine Financing</li> <li>Funds-of-Funds Financing</li> </ul>	<p>1.1.2 Equity Sources:</p> <p>(a) Identify organizations representing Angel investors and highlight those focusing on minority business.</p> <p>(b) Identify 5-10 organizations representing (early, later and traditional) venture capital and private equity communities that focus on minority businesses.</p> <p>(c) Identify existing venture capitalists with which MBDA has established contact.</p> <p>(d) Identify members of all National Association of Investment, New America Alliance and Wall Street Project members.</p> <p>(e) Research individual venture capital organizations and funds, including their industry sectors and investment parameters.</p> <p>(f) Work directly with funding sources to determine appetite and availability of funds for minority markets. Follow-up on new funds minority markets. Follow-up on new funds being formed.</p> <p>(g) Identify Centers working with equity sources; develop alliances with these equity.</p>			<p>\$10,000</p> <p>\$5,000</p>	<p><u>1.2 Database</u></p> <p>(a-c): OFA/IT Team</p> <p>(g) OFA/with Regions</p>

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Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
	1.3 Release a notification Requests for finance sources via the Federal Register.	1.3.1 Federal Register Notice  a) Develop preliminary draft of requirement and objectives.  b) Distribute draft to Capital Access Team. c) Submit to MBDA's Office of Chief Counsel. d) Develop list of targeted finance sources. e) Publish Federal Register Notice.			\$25,000	(a-e): OFA/Access to Capital Team
2. Develop at least 10 new Alliances	2.1 Financial institution outreach/relationship					

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
with Financial Institutions.	building.	<p>2.1.1 Financial Institutions</p> <ul style="list-style-type: none"> <li>a) Promote Portal and strategic partner relationship with MBDA.</li> <li>b) Identify National banks/financial Institutions to which MBDA will outreach.</li> <li>c) Identify National banks/financial institutions.</li> <li>d) Outreaches to financial institutions with letter and follow-up (preliminary).</li> <li>e) Conduct capital workshops at Region</li> <li>f) Conduct Regional Capital Access Roundtables</li> <li>g) Organize and conduct National Summit of Access to Capitol.</li> <li>h) Regions will share methodology and strategy for conducting workshops and Roundtable discussions.</li> <li>i) Explore with Banks what innovative programs (i.e. "Special Purpose Program under Reg. B, Community Express and capital Access Programs) are being used which provide for more flexible underwriting.</li> </ul>				
3. Develop a Symbiotic Relationship	3.1 Outreach to Regulatory Organizations.				\$100,000	<p><u>3.1 Regulatory Outreach</u></p> <p>a) Martinez</p>

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
with Financial Regulators.		3.1.1 Regulatory Outreach a) Identify the appropriate parties at the Department of Treasury, Office of the Comptroller of the FDIC and Federal Reserve Bank with Contact. b) Identify appropriate parties at state pension funds, such as California, NY, etc. c) Contact local federal Reserve officials in Regions. d) Meet with officials. Request their assistance in organizing and sponsoring National Summit on Access to Capital. e) Establish a system for communicating information on MBDA to the federal Reserve newsletter (based in Chicago). f) Coordinate effort of identifying and developing dialogue with Public and private authorities with Regions' Capital Access Team.			\$25,000          \$25,000	b) Martinez/Regions  c) Regions d) Wells  e) Martinez/Guzman  f) Martinez/Capital Access Team/Regions
4.1 Segment Financing Sources and Match MBEs with Sources.	4.1 Source Matching.					<u>4.1 Portal</u> a) OFA/Access Team  (b-k) Gonzalez/IT Staff

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
5. Build BDC Capacity to Provide Financing Assistance	5.1 Third Party Databases.	4.1.1 Portal Systems & Utilization a) Edit and improve existing content. b) Finalize feedback on sources of debt financing. c) Work closely with Dun & Bradstreet to determine proper information required for market segmentation. d) Build and Implement Portal feature "Match Me to Capitol". e) Complete an architectural flow for "Match Me to Capitol" Portal tool. f) Utilize newly developed database g) Develop prototype and demonstrate to Access to Capital Team h) Edit and review proposed modifications. i) Edit and test final version j) Integrate final version on onto Portal.			\$50,000	
					\$8,000	<u>5.1 Dun &amp; Bradstreet</u> OFA/IT Team

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
	5.2 MBDA Internal Database.	5.1.1 Dun & Bradstreet a) Analyze existing database of MBEs entering Bradstreet database by geography, industry Level and years in business. b) Disseminate information to region and Centers for capacity building and marketing (renew license).			\$25,000	OFA



Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
	5.3 E-Systems.	<p>5.2.1 MBDA Database</p> <p>a) Develop internal database focused on finance</p> <p>b) Analyze existing Performance data and build reports (trends and analysis).</p> <p>c) Rank BDC and financing institutions by level of lending activities.</p> <p>d) Disseminate information to Regions and Centers for capacity building and marketing.</p>				<p>5.2 Loan Analyzer Gonzalez/IT/Regions</p>
		5.3.1 Loan Analyzer				

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
		a) Provide an application specific program (ASP) via the Portal to designated users. b) Complete industry research (quality, features, warranties, price, etc.). c) Identify and list top three ASPs. d) Develop and submit Statement of Work and Evaluation Criteria to MBDA COTR. e) Purchase enterprise wide software. f) Conduct integration testing. g) Migrate onto Portal.				
6. Provide MBE Training and Education	6.1 Utilize E-Training and Education Tools.	h) Develop and implement users' training program.			\$580,000	<u>6.1 Bonding Training</u> a) Martinez  b) Matinez/Regions
		6.1.1 Bonding Training a) Develop content for non-SBA				

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
7. Provide BDC Training and Education.	10.1 Develop a partnership Existing organizations involved in providing Standardized Training manual for Credit Education and Loan Preparation.	<p>products and include requirements in matrix of products.</p> <p>b) Solicit input from Centers who specialize in bonding transactions (develop and include bonding sources in Portal).</p> <p>6.1.2 Portal Training</p> <p>a) Obtain feedback from Centers and MBEs.</p> <p>b) Develop content for credit education and include credit education.</p> <p>c) Identify Sources for training and education.</p> <p>d) Provide information on existing entities that provide training modules for client development or training.</p> <p>10.1.1 Training for Centers</p> <p>a) Identify Centers interested in obtaining training to understanding the underwriting criteria to provide</p>			\$20,000	<p><u>6.1 Portal Training</u></p> <p>a) Regions/OFA</p> <p>b) Hill/Acosta</p> <p>c) Gonzalez/Regions</p> <p>d) Gonzalez/Regions</p> <p><u>7.1 Training Centers</u></p> <p>a) Regions/OFA</p> <p>b) Regions/OFA</p> <p>c) OFA</p>

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
		specific assistance to MBE and/or determine if MBE qualifies. b) Identify Centers with “best practices” as it relates to finance c) Obtain strategies and share at MBDA National Conference.				
8. Implement at least 44 activities to advocate for increasing mbe access to finance.	8.1 Host/co-host a national Summit on debt and equity financing.	8.2.1 Summit on Debt and Equity Financing a) Develop initial concept. b) Build and host internal and external steering committee meetings. c) Develop strategic plan and			\$450,000	<u>8.1 National Summit</u>  (a-l) Wells/OFA/Regions

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
9. Reinforce MBDA Funded Programs	8.2 Community Reinvestment Act.	<p>outcomes.</p> <p>d) Hire outside contractor to coordinate event.</p> <p>e) Confirm funding for event.</p> <p>f) Determine if necessary to retain outside consultant to prepare issue paper(s).</p> <p>g) Determine and invite speakers.</p> <p>h) Identify attendees for event(s) and mail invitations.</p> <p>i) Finalize outline for summit</p> <p>j) Finalize outline promotional plan.</p> <p>k) Issue paper finalized.</p> <p>l) Final packages mailed.</p>				8.2 CRA
	9.1 Emerging Domestic Markets Policy Institute.	<p>8.2.1 CRA</p> <p>a) Research Community Reinvestment Act legislative changes</p> <p>b) Asses appropriateness of MBDA commenting on changes</p> <p>c) If appropriate, prepare comments</p> <p>d) Disseminate information to MBDA and funded network.</p>				9.1 MBCR OFA
		<p>3.1.1 Support Studies, Publications and Events</p> <p>a) Secure MOU for continued Collaboration.</p> <p>b) Provide access to Portal for the submission and publication of new</p>				

Objectives	Strategies	Tactical	Start Date	End Date	Est. Cost	Resource
10. Establish New Program – Equity	10.1 Build New MBDA Program.	<p>content/ studies/findings. Investigate opportunities for joint sponsorship for renewed research and publication of the “Democratization of Capitol” study.</p> <p>10.1.1 Equity Resource Center</p> <p>a) Evaluate feasibility of establishing a Minority Business Capital Resource Center. Revisit initial concept with MBDA senior staff and external focus group (i.e. National Conference).</p>				<p>10.1 New MBDA Program</p> <p>OFA</p>
		<p>b) Identify required outputs and outcomes.</p> <p>c) Revise and edit concept program.</p> <p>d) Legal and grants office review.</p> <p>e) Marketing, promotion and outreach.</p> <p>f) Pre-solicitation preparation and conference. Solicitation review, analysis and panels.</p> <p>g) Recommendation for reward winner.</p> <p>h) Program management.</p>				

**Goal #3: Improve Advocacy and Outreach to restore MBDA to its leadership role.**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Est. Cost</b>	<b>Resources</b>
1. To ensure that MBDA's role as a service agency to assist and create minority owned businesses is established with at least 5 Members of Congress and key staff.	1.1 Initiate regular meetings for the National Director with key members and staff on Capitol Hill to provide them with educational information about MBDA's programs and services.	1.1.1 Congressional liaison from MBDA will develop a database and maintain current information about Members and Committee staff who have an interest in MBDA or who play an important role in MBDA legislative issues. For example, identify key players to include the staff on the Senate and House appropriations Committees, staff on the House and Senate Authorizing Committees, Caucus Chairmen and the Chairman and ranking Members of such committees. Database should include office telephone number, fax number, e-mail addresses for key staff and office location. Also, database should include committee assignments and position, i.e. chairman, ranking, etc. Congressional liaison will coordinate with Secretary's Congressional Office about meetings between Hill and MBDA.	10/1/01	9/30/02		Assistance from IT staff and Financial Resources Staff to set up database. Fax machine, 1 staff member from Advocacy and Outreach. Support from Regional Offices  District Offices  Headquarters
	1.2 Participate in briefings on Capitol Hill during public release of the President's Annual Budget for Commerce.	1.2.1 Prioritize the scheduling of meetings with Caucus Chairmen and initiate request to meet with membership of caucus to discuss MBDA's role and mission. Obtain Calendar of Caucus events and schedule National Director to attend events.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
	1.3 Provide advance/courtesy notice to relevant House and Senate members when grants are awarded in their states and districts.	1.3.1 Design format and delivery system for e-mail newsletter. The purpose of the newsletter is to educate Capitol Hill about the services provided by MBDA and to serve as a resource to the legislative branch. Newsletter information will contain highlights of	10/01/01	9/30/02		Headquarters

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
		activities (grant awards, success stories, etc.) from National Headquarters, each region and district office. In addition, the newsletter will include the link to MBDA's Web site. A database containing specific e-mail addresses of key staff in each office (Chief of Staff, Legislative Assistant responsible for Commerce issues, district offices, Leadership staff and key committee staff)				Headquarters Regional Offices District Offices
	1.4 Provide copies of MBDA's news releases to relevant Members, staff and committees.	1.4.1 Send quarterly media update to Members Staff & Committees	10/01/01	9/30/02		Headquarters
	1.5 Develop working relationship with Hispanic, Black and Native American Caucus Chairmen and other important minority chairmen of other established caucuses such as the Africa Trade and Investment Caucus.	1.5.1 Participate in workshop, seminars and networking to include providing update PR materials.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
	1.6 Develop and Implement E-mail Newsletter for Members and Committee Staff on Capitol Hill.	1.6.1 Send quarterly e-mail information to Committee, Staff and Capitol Hill	10/01/01	9/30/02		Headquarters
2. Continue to establish routine interactions with the Secretary's Office and other bureaus within the	2.1 The National Director and senior staff should continue to build a social capital with the Secretary's Office and other bureaus within the Department of Commerce.	2.1.1 Attend executive staff meetings. Meet with bureau /agency heads to improve image of MBDA. In order to increase credibility of MBDA Employees the Director should take staff members to meetings	10/01/01	9/30/02		Headquarters Regional Offices District Offices



Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
Department of Commerce.		<p>and introduce them.</p> <p>2.1.2 Congressional Liaison for MBDA will attend weekly Department meeting of congressional liaison staff in the Department (every Thursday at 10 a.m. in Sec.'s conf. Room)</p> <p>2.1.3 MBDA Congressional Liaison will submit weekly report to Secretary's Congressional Office due every Wednesday.</p> <p>2.1.4 Press Secretary will attend weekly Departmental meeting of press secretaries held every Friday at 9:30 in MBDA's Conf. Room.</p>	10/01/01	9/30/02		Headquarters
			10/01/01	9/30/02		Headquarters
3. Establish routine interactions between MBDA's and the executive branch as well as intergovernmental affairs organization.	3.1 Develop staffing plan and identify personnel required to carry out responsibilities to restore MBDA's image	3.1.1 Staff will develop database for relevant organizations and federal offices to establish contact with key individuals. Communication and coordinate between MBDA staff, executive branch and intergovernmental affairs includes the use of e-mail newsletter, development of a calendar of events. In addition, contact representatives of key organizations and office to establish effective working relationships, join key committees with key organizations and participate in activities related to minority owned business opportunities.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
4. Establish a productive relationship with 10 Federal, State and Local Agencies.	4.1 Federal Entities. Become more involved with other federal agencies that impact minority business development. Participate in Congressional Procurement Conferences Sponsor Local	4.1.1 (Federal Entities) Attend OSBDU meetings. Target other federal agencies that can enhance MBDA and its programs. Join committee to plan Congressional Procurement Conference.	10/01/01	9/30/02		Headquarters Regional Offices District Offices

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
EDA, ITA, EAS (Census/BEA), NTIA	Conferences and Events. Visit Federal agencies at least twice a year to discuss MBDA programs.  4.2 (State and Local Government Entities) Become more involved with federal state and local government agencies that impact minority business development. Participate in local congressional Procurement Conferences. Sponsor Local Conferences and Events.	Identify Local events and determine sponsorship possibilities Attend FEB and FEA Meetings Get on their public affairs/public relations committee. Meet with federal regional and district office Staffs.  4.2.1 (State and Local Government Meet with regional and district office staffs. Attend workshops and seminars that affect minority business development. Join committee to plan congressional Procurement Conference. Identify local events and determine sponsorship possibilities.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
5. Establish at least 10 relationships with public and private entities.	5.1 (Private entities) Become more involved with minority chambers of commerce and trade associations.  5.2 Expand partnership agreements with private entities. Identify National/Regional Conferences (top ten) for Director's participation.  5.3 Enter into MOU with NMSDC. Host Native American Round Table. Host Roundtables at Regional/District levels.  5.4 Develop Workshops and Seminars. National Certification? Utilize Strategic Partners for leveraging relationships and joint workshops  5.5 Develop Strategic Partnerships with national and local entities. Identify and structure MOUs for	5.1.1 Meet with the national president of the top five minority chambers of commerce and develop a working relationship. 5.2.1 Meet with the top five-minority trade association presidents and develop a working relationship. Attend and participate in the top ten national chamber of commerce's annual conventions.  5.3.1 Attend and participate in the top five-trade association's biannual meeting with the top five presidents of the minority chambers of commerce and the top five presidents of the minority trade associations.  5.4.1 Become dues paying members and attend chamber meeting of local chambers of commerce in regional office and district office cities.  5.5.1 Identify Tribal leaders and invite them to attend, develop agenda and select location.	10/01/01  10/01/01  10/01/01  10/01/01  10/01/01	9/30/02  9/30/02  9/30/02  9/30/02  9/30/02		Headquarters Regional Offices District Offices  Headquarters Regional Offices District Offices  Headquarters Regional Offices District Offices  Headquarters Regional Offices District Offices  Headquarters

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
	effectiveness. Participate and become Strategic Partners with local business organizations.	Forge Strategic Partnerships (MOUs). Identify top 5 Conferences for Agency Staffs participation. Offer benefits to leaders to join Roundtables. Identify workshop and seminars MBDA can co-sponsor, develop or collaborate with private sector. National Certification for MBEs. Ask Industry Leaders to list opportunities in the database.				Regional Offices District Offices
6. Enhance MBDA's image with news media and public affairs organizations	<p>6.1 Develop comprehensive marketing brochures and publications. Conduct effective and uniform marketing Promote MBDA Portal Create materials/brochures. Obtain a public relations firm, develop promotional brochures, and publish a monthly publication.</p> <p>6.2 Utilize advertising professionals. Seek industry expertise in agency promotion and specialization of BDSs. Develop national electronic newsletter.</p> <p>6.3 Create new exhibit displays. Develop list of major web sources for linkage. Ensure that MBDA has Maximum visibility and placement at an event</p>	<p>6.1.1 Initiate program education through brochures, MBDA Portal, MED Week, and literature studies. Ensure current information is provided to update the Portal. Promote a national marketing campaign (National to Regional to Local level). Promote a national marketing campaign.</p> <p>6.2.1 Utilize current databases to disseminate information.</p> <p>6.3.1 Create new exhibit displays/graphics. Secure MBDA linkage with major web sources.</p>	10/01/01	9/30/02		Headquarters Regional Offices District Offices

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
7. Secure at least 3 feature slots with major print, radio, or TV outlet strengthening awareness of MBDA as Chief Advocate for minority business development.	7.1 Prepare opinionated editorial articles. Prepare Press Release and articles. Coordinate radio and TV interviews Press conferences Enter into strategic partnerships with major media outlets for "feature" relationship	7.1.1 Use appropriate means of communications (I.E., Print Media, Radio, E-mails, TV, Newsletters, etc.). Become the national "HUB/ANCHOR" for MBE network throughout the country. Secure regular "feature" slots with major print, radio and TV outlets.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
8. Maintain our leadership role in the observance of MED Week at the National, Regional and District levels.	8.1 (National Level) Maintain and expand the National MED Week Committee. 8.2 Include representatives from other federal agencies, MBDC network, MBOC network, and minority chambers of commerce on the committee. Continue and expand the EBL Program within National MED Week at the Regional and District levels. Include a youth entrepreneurship component in Regional and District Office activities.  8.3 Participate in all local MED Week events in the region (not just MBDC/NABDC/MBOC events).	8.1.1 (National Level) Appoint a National MED week coordinator. 8.2.1 Enter into contracts and subcontracts as necessary. Select committee members for  National MED Week. Convene first National MED Week meeting.   8.3.1 (Regional and District Levels) Appoint Regional and District MED Week coordinators. Select members for Regional and District MED Week Committees. Convene first Regional and District MED Week meetings. Establish a minority youth entrepreneurship subcommittee. Convene a meeting of leaders involved in minority youth entrepreneurship programs.	10/01/01	9/30/02		Headquarters Regional Offices District Offices
9. Establish a National Youth MED Week Program.	9.1 Enter into strategic partnerships with public and private sector organizations involved in minority youth entrepreneurship program	9.1.1 (National Level) Appoint a National Youth Program Coordinator. Establish a Youth entrepreneurship program committee at the National level.	10/01/02	9/30/03		Headquarters

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
10. Establish a Native American Desk at the National Level.	component to their scope of work.	Determine the involvement of other federal agencies in minority youth entrepreneurship programs.				
	9.2 Expand minority youth entrepreneurship programs and projects at the National, Regional and District Levels.	<p>9.2.1 Convene a meeting with the federal agencies involved with minority youth entrepreneurship programs. Investigate the private sector's involvement with minority youth entrepreneurship programs.</p> <p>9.2.2 (Regional and District Levels) Appoint a coordinator for minority Youth entrepreneurship programs at both regional and district levels. Each regional and district office will hold a one-day Minority Youth Entrepreneurship Program</p>	10/01/02	9/30/03		Regional Offices District Offices
	10.1 Adversity for a GS-15 specifically a Native American.	10.1.1 Consult Native American University, College and Organizations to seek applicant.	10/01/02	9/30/03		Headquarters

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Cost</b>	<b>Resources</b>
1. Agency has reduced organizational layers.	1.1 Reorganize to eliminate management/supervisory layer beneath Chief level	1.1.1 Secure Reorganization Plan approval				
	1.2 Implementation of Reorganization Plan	1.2.1 Hold All Hands meeting to announce Reorganization. 1.2.2 Draft appropriate position descriptions. 1.2.3 Conduct Skill assessment 1.2.4 Develop Performance Plans 1.2.5 Develop individualized training plan and monitor progress				
	1.3 Agency has reduced and redirected supervisory positions to front-line.	1.3.1 Provide customer service oriented and interpersonal skill training.				
1-4 Agency has effective succession planning process.	1.4 Skill assessment conducted for key management positions	1.4.1 Training provided to senior management staff				
	1.5 Research into Early Out, Retirement with Consulting Contracts being conducted.	1.5.1 Develop Proposals for agency.				
<b>Human Capital</b> 2. Agency human capital approach supports mission, goals and other organizational needs.	2.2 HBR approach: CEO as HR Champion	2.1.1 Schedule Series of Sessions to provide training.  2.1.2 Monitor Established Teams to enhance techniques. Develop Agency Newsletter with National Director column.				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

Objectives	Strategies	Tacticals	Start	End	Cost	Resources
	2.3 Skill analysis conducted during Performance Planning process.	2.3.1 Training Plan for each Employee based on Reorganization 2.3.2 Coordinate and Implement a Management training program 2.3.3 Provide Customer Service that focus on responsiveness.				
	2.4 National Planning Conference relates human capital to Mission, goals, etc	2.4.1 Present Skill Crosswalk at national Conference				
	2.5 Conference results incorporated into Business	2.5.1 Draft Business Plan based on National Conference				
	2.6 Business Plan dictates Employee performance plans.	2.6.1 Conduct Management Meeting to provide guidance after Business Plan is accepted.				
	2.7 Team approach to reorganization uses flexibility in employee skill mix.	2.7.1 Provide training on effective Team work				
		2.7.2 Reward effective Team work.				
		2.7.3 Funds allocated and spent for appropriate equipment and training.				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Est. Cost</b>	<b>Resources</b>
3. Agency has an accountability system to ensure effective merit-based HRM.	3.1 Performance Management System is documented and will be available on the Portal.	3.1.1 Complete revision of Employee Handbook.  3.1.2 Make Handbook available on the Portal.  3.1.3 Provide periodic training coinciding with key appraisal dates.				
4. Agency human capital approach is consistent with OPM's human capital balanced scorecard.	4.1 Use Balanced Scorecard to establish objectives and monitor progress	4.1.1 Establish time line of periodic reviews based on OPM's balanced Scorecard				
5. Citizen one-stop service delivery integrated through Firstgov.gov, cross agency call centers and offices or service centers.	5.1 MBDA's Minority Business Information Portal is directly accessible from Firstgov.gov.	5.1.1 Establish links with appropriate offices				
	5.2 Increase Strategic alliances with other DOC Agencies and other Federal government departments to enhance public accessibility.	5.2.1 Establish MOUs with appropriate agencies Establish MOUs with appropriate agencies.				
	5.3 MBDA's Portal captures and uses user information to customize further inquiries.	5.3.1 Monitor customization feature of Portal through web reports and surveys.				
5-3 Deploying Fed Commons or GIS	5.4 GIS is deployed through MBDA and it's funded network of business development centers	5.4.1 GIS Technology is applied to Portal for MBE customers, grantees and staff.				



**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Cost</b>	<b>Resources</b>
6. Customer satisfaction indicates agency operating in more citizen-centered way.	6.1 Web-enabled customer satisfaction surveys available on Portal.	6.1.1 Develop survey for public comment				
	6.2 Web-enabled survey of internal customers, i.e., and interdepartmental questionnaire available.	6.2.1 Develop survey for internal comment				
6-2 Obtain productivity improvements by implementing customer relationship, supply chain, enterprise resource, or knowledge management best practices.	6.3 Solicit best practices from MBDA's network of funded organizations, staff, strategic partners, other agencies, corporations and MBE customers on an annual basis.	6.3.1 Establish functional requirement in Office of Planning and Evaluation				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Est. Cost</b>	<b>Resources</b>
<b>Expanding e-Government</b>  1. All major systems investments have a business case submitted that meets the requirements of OMB Circular A-11	1.1 All major systems investments meet the standards of CMM3 and OMB Circular A-11.	1.1.1 Research requirements.  1.1.2 Provide training to IT staff.  1.1.3 Incorporate into IT Contract				
2. On average, all major IT projects operating within 90% of cost, schedule, and performance targets.	2.1 Track and record status of IT projects more frequently	2.1.1 Require monthly reports on IT projects				
<b>Competitive Sourcing Standards</b>  1. Completed public-private or direct conversion competition on not less than 50% of full time equivalent employees listed on the FAIR Act inventories.	1.1 Due to MBDA's reduction in Force and the number of unfunded FTEs, no target was made for competing FTEs.	1.1. Seek concurrence from Department and OMB				
2. Contracted functions evaluated to determine efficiencies on annual basis.	2.1 Conduct evaluations of IT contracted functions based on Vision	2.1.1 Develop cost/benefit analysis				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

3. Changes in agency workforce reflect increased emphasis on e-government and competitive sourcing.	3.1 Establish in-house IT training module supplemented by contracted training	3.1.1 Develop training based on agency needs				
		3.1.2 Develop on-line training program				
4. Reimbursable support service arrangements between agencies are competed with the private sector on a recurring basis.	4.1 Conduct market analysis of cost of accounting and procurement operations.	4.1.1 Assign analysis to Office of Planning and Evaluation				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

Objectives	Strategies	Tacticals	Start	End	Est. Cost	Resources
<b>Financial Management Standards</b>  1. Financial management systems meet Federal financial management system requirements, and applicable Federal accounting and transaction standards	1.1 MBDA's Financial Management Systems are maintained accurately by NIST. Internal systems meet the needs and requirements of senior management.	1.1.1 Periodic assessments of reports generated by NIST				
	1.2 Automate internal financial management systems and migrate to Portal for real-time access.	1.2.1 Complete Requirements Analysis. 1.2.2 Implement System				
	1.3 Analyze extent to which internal systems meet federal requirements.	1.3.1 Conduct Analysis				
2. Accurate and timely interim financial information.	2.1 Monthly Status of Funds Reports provide timely, accurate information.	2.1.1 Review reports based on customer survey				
3. Integrated financial and performance management systems supporting day-to-day operations.	3.1 Financial and performance management systems are sufficiently integrated.	3.1.1 Conduct requirement analysis for automation of integrated system.				
	3.2 Managers are required to monitor their budgets on a monthly basis using Status of Funds reports.	3.2.1 Incorporate standard into Performance Plans				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

Objectives	Strategies	Tacticals	Start	End	Cost	Resources
	3.3 Streamlined, clear agency plan/budget sets forth outcome goals, output, targets and resources requested in context of past results.	3.3.1 Agency outputs are designed to measure economic impact of programs on mbes.				
	3.4 Budget accounts, staff and program/activities are aligned with program targets.	3.4.1 Develop more detailed and concise alignment between budget, staff and program measures.				
	3.5 Full budgetary cost is charged to mission accounts and activities. Cost of outputs and programs is integrated with the performance in budget requests and execution.	3.5.1 MBDA's budget is allocated to two sub activities, Business Development and Advocacy, research and information				
	3.6 The cost of outputs and programs are integrated in the budget requests by each sub activity.	3.6.1 Refine allocation of costs to sub activities				
	3.7 Agency has documented program effectiveness. Analysis show how program outputs and policies affect desired outcomes. Agency has systematic process of evaluation, bench marking, collaboration, and feedback to improve effectiveness	3.7.1 Agency can document program effectiveness. Automated Performance Reporting System monitors effectiveness of funded network.				
	3.8 Annual client and funded network surveys determine program.	3.8.1 Annual ROI is done on BDC funded network and benchmarks are determined.				
<b>6. Increase Funding for MBDA</b>	6.1 Develop data relative to Industry requirements vs. BDC delivery capabilities	6.1.1 Use GIS to determine geographic need vs. MBDA penetration				

**Goal # 4 To Improve Organizational Effectiveness, Responsiveness, and Efficiencies**

<b>Objectives</b>	<b>Strategies</b>	<b>Tacticals</b>	<b>Start</b>	<b>End</b>	<b>Est. Cost</b>	<b>Resources</b>
	6.2 Develop and present budgetary request identifying needs	6.2.1 Match needs to vision and coordinate justification data				
		6.2.2 Develop coalition of supporters in the DOC, OMB, and Congress				
<b>7. Build Infrastructure for Funded Organizations</b>	7.1 Facilitate interaction between MBDCs to: (a) Identify best practices (b) Share problem solving techniques (c) Conduct conference calls between Directors (d) Hold pre-conference meetings	7.1.1 Set up conference calls, prepare and distribute newsletters and network MBDC to MBDC and MBDC to MBDA. 7.1.2 Post best practices and successes on the Portal. 7.1.3 Develop and distribute brochures, newsletter, and participate in conference calls involving MBDA/Center personnel 7.1.4 Establish web sites for Centers				
	7.2 Reduce administrative paperwork	7.2.1 Convert reports from paper to IT 7.2.2 Assist centers in identifying how to use E-commerce.				
	7.3 Increase utilization of E-commerce	7.3.1 Provide on-line training and hold Summit				